PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date:
<table>
<thead>
<tr>
<th>2013-2014 KPM #</th>
<th>2013-2014 Approved Key Performance Measures (KPMs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.</td>
</tr>
<tr>
<td>2</td>
<td>Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses at or above &quot;6&quot; on a scale of 1-7. (Added per 2003 legislative direction)</td>
</tr>
<tr>
<td>3</td>
<td>Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above &quot;6&quot; on a scale of 1-7. (Added per 2003 legislative direction)</td>
</tr>
<tr>
<td>4</td>
<td>Percentage of revocation or denial actions appealed that are upheld at the appellate level.</td>
</tr>
<tr>
<td>5</td>
<td>Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.</td>
</tr>
<tr>
<td>6</td>
<td>The percent of the total number of individuals renewing their private security certifications who have not incurred a disqualifying violation within the current or preceding year.</td>
</tr>
<tr>
<td>7</td>
<td>Percent of constituents that &quot;Agree&quot; or &quot;Strongly Agree&quot; that the process for requesting and receiving training profiles was quick and easy.</td>
</tr>
<tr>
<td>8</td>
<td>Percent of customers rating satisfaction with agency services &quot;good&quot; or &quot;excellent&quot; for: timeliness, accuracy, helpfulness, expertise, information availability.</td>
</tr>
<tr>
<td>New</td>
<td>Delete</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
</tr>
</tbody>
</table>
| **NEW** | **Delete** | **Title:** Average increase in the Center for Policing Excellence test scores based on assessments at entry and completion of Supervisory Leadership Academy and Organizational Leadership & Management Academy. This KPM is designed to measure the DPSST training designed for and provided to Oregon's law enforcement officers in an effort to improve the effectiveness and efficiency of the criminal justice system.  

**Rationale:** The Center for Policing Excellence was established by the legislature with the passage of Oregon's Criminal Justice Reform Act of 2013 (HB 3194). The primary purpose of this legislatively-funded program is to make policing more effective and efficient, make communities safer, and reduce the number of offenders in the criminal justice system. The adoption of this proposed KPM would allow DPSST to quantitatively measure the success of the courses by comparing the knowledge and skills of course attendees before taking the program, and again once they’ve completed the program. This proposed KPM will also ensure that the course curriculum and learning objectives and goals are being delivered in an effective manner. |
The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.

Contact: Linsay Hale
Alternate: Eriks Gabliks

1. SCOPE OF REPORT

The Oregon Department of Public Safety Standards and Training (DPSST) is a cabinet level State agency with a staff of 300+ full-time and part-time employees engaged in establishing and maintaining physical, intellectual, and ethical fitness for certified public safety officers within the state of Oregon. DPSST’s duties include: Certifying public safety officers; Preparing, instructing, evaluating, and certifying public safety training programs and instructors; Operating basic training academies for police, corrections, telecommunications, and parole and probation disciplines; Providing limited regional/advanced training programs and support; Inspecting, reviewing and ensuring compliance with standards and training requirements as defined in ORS 181.610-690; Administering public and private
polygraph examiner, private investigator, and private security licensing programs as defined in ORS 703.010-325 and ORS 181.870-991; and administering the Public Safety Memorial Fund as defined in ORS 243.950-974. These programs directly involve over 600 local and state public safety agencies, 1200 private agencies and approximately 35,000 individuals. Specific programs addressed within the context of the Key Performance Measures (KPM’s) are: Academy Training Programs (Basic Police, Corrections, Parole and Probation, etc.); Regional/Advanced Criminal Justice Training Programs; Fire Service Training Programs; Professional Standards (Standards and Certification) Programs; Private Security Programs; Records; and overall constituent/customer service. The agency is continuing to track new KPM’s that more accurately capture the performance of our Training and Private Security Divisions. In 2013, the Training Division began assessing the Corrections Officer Training Program by comparing the scores of tests given at the beginning and completion of the Basic Corrections class. Additionally, Private Security began collecting data on a new, data-driven measure, that more accurately reflects Private Security’s goal of industry professionalism.

The Center for Policing Excellence was established at DPSST as part of the implementation of HB 3194. The Center’s first effort was to establish training for public safety first-line supervisors and middle managers that incorporated updated skills based on legislative direction. DPSST has delivered three first-line supervision courses and one middle-management course in the first six months of 2014. We have an additional six supervision and two middle-management courses scheduled through the remainder of the biennium. The courses scheduled for the remainder of 2014 have reached capacity, and students are being scheduled into classes more than six months in the future.

The course content is new and focuses on problem solving, leadership, effective use of information from research, and preparing for the future. The Center is developing curriculum to train public safety executives and all public safety officers on the same topics, with the goal of enhancing the efficiency and effectiveness of policing in Oregon.

2. THE OREGON CONTEXT

There are no primary links to the Public Safety category of Oregon Benchmarks; however, DPSST’s measures do correspond with the Oregon’s strategic vision of, “Safe, caring and engaged communities.” DPSST's KPM's are primarily linked to the agency’s mission, which is, “To promote excellence in public safety by delivering quality training and by developing and upholding professional standards.” The agency has varying degrees of influence on the components of its mission. Excellence in public safety is affected by many factors outside of DPSST's control. These factors include the overall crime rate, unemployment rates, and the availability of appropriate facilities for offenders or those in need of treatment. Various issues also impact the officers that DPSST trains and oversees. These factors include the applicant pool, background investigations, and hiring decisions. Additionally, officers are affected by other influences, such as salaries, their agencies’ personnel policies and budgetary resources, as well as the communities they serve. DPSST and the Board on Public Safety Standards and Training (BPSST) have the statutory responsibility for various aspects of public safety training statewide, as well as for developing and upholding professional standards for the various public safety disciplines. Board oversight helps to ensure that standards are consistent with state and national trends in the public safety professions. The Board also addresses stakeholder needs and local agency resource limitations. The capabilities and readiness of the students have a significant impact on the effectiveness of training programs. This is another area where DPSST has little control. Key components in the delivery of quality training include curriculum, instructors, facilities, equipment, and training duration. Our ability to impact each of these components depends on the resources allocated to allow the agency to make needed improvements and to respond to current events, as well as state or national trends.
3. PERFORMANCE SUMMARY

KPM #1: “Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.” KPM #1 was implemented in 2009 to more accurately capture the performance of Academy Training. The measure is based on the average increase in class’ pre and post-test scores. For 2014, test score improvement was 38% (38.44%).

KPM #2: “Percentage of attendees who ranked the usefulness of DPSST Criminal Justice Regional Training courses at or above “6” on a scale of 1-7.” The performance of Criminal Justice Regional Training courses has been high; however, our percentage decreased from 93% in 2013 to 85% in 2014. DPSST conducted 85 classes during 2013 to 2014 reporting period. Of those classes, 13 ranked lower than “6” on average. The classes that fell below the average of “6” were classes that were not within DPSST’s sphere of influence or taught by DPSST personnel. Of the 85 classes sanctioned and taught by DPSST staff, only one class received a rating lower than “6.”

KPM #3: “Percentage of attendees who ranked the usefulness of DPSST Fire Service Regional Training Courses at or above “6” on a scale of 1-7.” KPM #3 remained steady since the last reporting period, with 92% of participants rating the usefulness of regional fire training courses as at least a “6” out of a maximum of “7.” Fire Service Training is still exceeding its target of 90%.

KPM #4: “Percentage of revocation or denial actions appealed that are upheld at the appellate level.” KPM #4 continues to reach its target of 100%, as it has since 2008.

KPM #5: “Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.” DPSST began collection data for this new KPM on July 1, 2013. For this reporting period, the average increase in the class’ pre and post-test scores was 57%.

KPM #6: “The percent of the total number of individuals renewing their private security certifications who have not incurred a disqualifying violation within the current or preceding year.” This new KPM, which began in July, 2013, showed that 99% of individuals renewing their private security certifications did not incur a disqualifying violation within the current or preceding year.

KPM #7: “Percent of constituents that “Agree” or “Strongly Agree” that the process for requesting and receiving training profiles was quick and easy.” For the reporting period, 100% of respondents “Strongly Agree” or “Agree” that the process for requesting information is quick and easy, and the records are received timely, which exceeds the target of 90%.

KPM #8: “Percent of customers rating satisfaction with agency services "good" or "excellent" for timeliness, accuracy, helpfulness, expertise, and information availability. Customer service ratings began in 2006 and are administered every even-number year. DPSST percentages fell slightly in some categories in 2014. Accuracy fell three percentage points from 90% to 87%; Expertise fell two percentage points, from 89% to 87%; Helpfulness fell three percentage points from 91% to 88%; Availability of information fell one percent point from 85% to 84%. Timeliness remained the same at 81%. DPSST's overall percentage increased from 86% to 87%. The slight changes may be due to a larger data sample. DPSST received 522 responses to the constituent survey in 2014, as compared to 432 in 2012. Additionally, DPSST calculated the percentages slightly different in 2014 by not eliminating survey responses that were partially incomplete.
4. CHALLENGES

The downturn in Oregon’s economy continues to affect the state and local public safety agencies whose basic training we provide. Hiring within law enforcement is still slow state wide. During this reporting period, DPSST conducted six basic police classes, with a total of 218 students attending. One basic police class that was scheduled for 2014 was postponed to 2015 due to low enrollment. The biggest difference between the 2012 to 2013 reporting period and the current reporting period is the class enrollment. DPSST offered more basic police classes from 2012 to 2013, but student enrollment was low for each class. Of the six classes conducted in 2013 to 2014, three had the maximum of 40 students enrolled, while the other three classes were close to the maximum (38, 24, and 36.) The corrections basic classes remained consistent with the previous reporting period. DPSST held three basic corrections classes during 2013 to 2014, with a total of 108 students, as compared to three corrections classes with 106 students during 2012 to 2013.

5. RESOURCES AND EFFICIENCY

II. KEY MEASURE ANALYSIS

<table>
<thead>
<tr>
<th>KPM #1</th>
<th>Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Effectively train police officers to state standards.</td>
<td></td>
</tr>
<tr>
<td>Data Source</td>
<td>The data is obtained from a knowledge test given to students at the entry to the basic course and from the final examination at completion of the basic course.</td>
<td></td>
</tr>
<tr>
<td>Owner</td>
<td>Academy Training, Captain Teresa Plummer, 503-378-2191.</td>
<td></td>
</tr>
</tbody>
</table>

1. OUR STRATEGY

This KPM was added by Legislative action in 2009, in an effort to accurately capture the performance of Academy Training. The focus for the initial work on this measure is the Basic Police course. DPSST staff developed a test for entry into the Basic Police course and a
corresponding test at the completion of the Basic Police course. We have entry scores for six classes that graduated prior to July 1, 2014.

2. ABOUT THE TARGETS

The target for this KPM is 30%.

3. HOW WE ARE DOING

As anticipated, we are seeing significant increases in test scores from entry to completion of the Basic Police course, reflecting an increase in knowledge. We did not anticipate the high scores on the test at entry (the highest score of 85.71%); however, the average student improvement during the current reporting period was 38% (38.44%). The students are clearly increasing their knowledge during the Basic Police course.

4. HOW WE COMPARE

Comparable information on the performance of other public safety training academies is difficult to obtain. We have no comparable information on the performance of other academies or courses.

5. FACTORS AFFECTING RESULTS

After finding entry test averages significantly higher than anticipated, we performed an extensive review of the tests that were being administered. Our findings were that while the pre and post-tests were conceptually compatible, they were not, as a whole, representative of a students’ knowledge improvement from start to finish. The tests have been improved demonstrate a true beginning to end academic improvement. These changes have been implemented and are being reflected in the current KPM reporting period.

6. WHAT NEEDS TO BE DONE
Currently, DPSST is implementing a skill assessment pilot program for the basic police and corrections classes to determine each student’s level of performance, growth and learning. The assessment is based upon objective rubrics identifying specific, observable behaviors. These rubrics are utilized in an iPad application that collects the data. If the pilot is successful, DPSST will utilize the data to evaluate learning trends.

7. ABOUT THE DATA

The data is based on pre-test and post-test scores on tests administered to all Basic Police students completing Basic training during the 2013-2014 fiscal year.
1. OUR STRATEGY

Continue to develop high quality training curriculum. Invest in on-going instructor update training. Utilize best practices in course design and delivery and have
regular and clear communication with constituents on needs/offerings.

2. ABOUT THE TARGETS

Participants in regional training programs are required to evaluate every program, according to their perception of its usefulness. Seventy percent of participants rating usefulness as a "6" out of a maximum of "7" would be considered very good.

3. HOW WE ARE DOING

Performance through a variety of regional training offerings has remained high, although our percentage decreased from 93% in 2013 to 85% in 2014. DPSST conducted 85 classes during 2013 to 2014 reporting period. Of those classes, 13 ranked lower than “6” on average. The classes that fell below the average of “6” were classes that were not within DPSST's sphere of influence or taught by DPSST personnel. Of the 85 classes sanctioned and taught by DPSST staff, only one class received a rating lower than “6.”

4. HOW WE COMPARE

The Federal Law Enforcement Training Center (FLETC) serves as the outstanding standard against which to measure our performance. Their standard is 58% of participants rating the training at "acceptable or higher." DPSST’s Regional training consistently and markedly exceeds this standard.

5. FACTORS AFFECTING RESULTS

Our analysis of the underlying data for the regional courses continues to show that the highest ranked courses tend to be the skills-based courses, such as firearms, active shooter, defensive tactics, emergency vehicle operation, and the computerized use of force decision making course. These courses are primarily developed and delivered by DPSST full and part-time staff. We continue to try and offer more courses that officers need to maintain perishable skills. Perishable skills are skills that are seldom used and deteriorate if not practiced, but have disastrous consequences if the officer is not able to perform them (firearms skills, driving skills, defensive tactics, and use of force decision-making.) Additionally, certified police positions have maintenance training
requirements. Many smaller agencies, particularly those outside the Portland metro area, rely on DPSST’s regional and advanced training to comply with the maintenance requirements. In the past few years, the number of training opportunities offered by the Regional Criminal Justice Training program decreased substantially as the result of funding reductions. However, the “Oregon Excellence in Policing” package that was passed by the 2013 Legislature added two Regional Training Coordinators and two Leadership Training Coordinators back to the program. These additional positions will allow DPSST to increase regional and leadership training opportunities throughout the state.

6. WHAT NEEDS TO BE DONE

Criminal justice professionals must maintain their skills for their own safety and the safety of the communities they serve. DPSST’s ongoing specialized and advanced regional training courses are critical for criminal justice professionals that require specific training equipment not available to many agencies. There is an unmet demand for courses dealing with significant emerging issues, such as dealing with the mentally ill and active shooter training. The 2013 Legislature approved an increase from two to four Regional Training Coordinator positions. These positions will help address this shortfall. The legislative re-authorization of DPSST’s Leadership Training Program will allow DPSST to utilize two new positions to develop current curriculum and provide training for the Supervision and Mid-management courses. DPSST anticipates implementing this training in 2014 to meet the needs of our law enforcement partners.

7. ABOUT THE DATA

The data is from the Oregon Fiscal Year (July through June) reporting period. Data is based on survey responses from students participating in training offered through the Regional/Advanced Training section.
### KPM #3
Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7.
(Added per 2003 legislative direction)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Provide useful Fire Service Regional Training Courses.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>All course participants individually surveyed at conclusion of each regional fire service training program (rating &quot;6&quot; + scale 1-7.)</td>
</tr>
<tr>
<td>Owner</td>
<td>Fire Service Training, Mark Ayers (503) 378-2726.</td>
</tr>
</tbody>
</table>

![Chart showing percentage of attendees ranking usefulness of DPSST training courses](chart.png)

**Data is represented by percent**

Bar is actual, line is target

### 1. OUR STRATEGY

Build and maintain lists of quality instructors. Utilize best practices in course design and delivery. Provide regular and clear communication.
with constituents on needs/offerings, with the goal of providing cost-effective training to ensure the safety of fire service professionals and the communities they serve.

2. ABOUT THE TARGETS

Participants in fire training programs are required to evaluate every program according to their perception of its usefulness.

3. HOW WE ARE DOING

Performance through a variety of regional fire training offerings has remained extremely high and exceptionally consistent over the reporting periods. In 2013-2014, 92% of participants rated the usefulness of regional fire training courses as at least a “6” out of a maximum of “7,” reflecting the quality of training provided.

4. HOW WE COMPARE

The National Fire Academy serves as the outstanding standard against which to measure our performance. Their comprehensive measurement system reveals general, "course was useful" rating by participants (for off-site training) at "acceptable or higher" of +/- (5%) 90%. DPSST fire training offerings are at par with this aggressive national standard.

5. FACTORS AFFECTING RESULTS

For the first time in two years, the DPSST Fire Training section was fully staffed. This allowed us to provide additional training evolutions to our constituents. The section provided delivery of entry-level, specialized, leadership, and maintenance training, while developing and implementing training strategies that maximized resources, while meeting local and state training requirements.

6. WHAT NEEDS TO BE DONE

Over the years, DPSST staff has concluded that ventilation training (all aspects) is lacking in many of our fire departments. In the past, we
have relied upon make-shift, homemade props to get the job done, but they are costly to build, impossible to transport and require a rather large logistical component. To this end, we applied for, and were awarded, a grant to purchase two mobile ventilation props that will enable our trainers to conduct ventilation training as per National Fire Protection Association 1001 Standards. The mobility of the prop, along with ease of use, will result in quality training being delivered throughout Oregon. This grant was provided through the Assistance to Firefighter’s Grant (AFG) program.

7. ABOUT THE DATA

Oregon Fiscal Year (July through June) data.
I. OUR STRATEGY

Closely adhere to administrative rule and statute relating to revocation and denial standards, in consultation with Oregon DOJ. Work with the Board, DOJ and constituents to ensure the integrity of the denial and revocation standards is maintained at all times.
2. ABOUT THE TARGETS

DPSST takes its responsibilities in the area of certification standards very seriously. The agency understands that its decisions help to determine an individual's ability to enter or remain in the public safety professions, and our decisions directly impact the professionalism of the public safety disciplines involved. The agency's target is that 100% of any revocation decisions appealed to the Oregon Court of Appeals be upheld by the Court. This target is a reflection of the seriousness with which DPSST and its policy body, the Board on Public Safety Standards and Training, undertake action to deny or revoke public safety certifications.

3. HOW WE ARE DOING

During the 2013-2014 reporting period, DPSST's results were 100%. Four cases are pending with the Court of Appeals.

4. HOW WE COMPARE

DPSST has identified a similar KPM being measured by the Oregon DOJ. Oregon DOJ measures the percentage of legal cases where the state’s position is upheld. The most current results are as follows: 2006, 94%; 2007, 91%; 2008, 91%; 2009, 96%; 2010, 96%; 2011; 95%, 2012; 94%, 2013; 95%.

5. FACTORS AFFECTING RESULTS

As stated above, DPSST and the Board take their responsibilities very seriously. Cases are evaluated with great care before a determination is made to prepare them for committee and Board review. An administrative closure process is utilized for cases where there is insufficient evidence of conduct that warrants consideration of denial or revocation action. Cases brought forward to the committees and Board have a well-developed record of the conduct involved and clearly outline the particular standards against which conduct is to be measured. A process has been developed to allow for an opportunity for affected officers to provide more focused mitigation for consideration, increasing the perception of fairness in the process. This allows the relevant policy
bodies to make their recommendations and decisions within the correct framework of laws and administrative rules.

6. WHAT NEEDS TO BE DONE

This Performance Measure may seem insignificant because of the small number of cases involved, but it is a significant reflection of not only the quality of case preparation by DPSST staff, but also of the credibility of DPSST as a regulatory agency. The ability of the agency and constituent groups to establish and enforce standards greatly enhances the level of professionalism of the various public safety disciplines, and contributes to the public trust and confidence that professional standards are upheld.

7. ABOUT THE DATA

Oregon Fiscal Year reporting - Data is based on the exact number of cases.
### II. KEY MEASURE ANALYSIS

<table>
<thead>
<tr>
<th>KPM #5</th>
<th>Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Effectively train corrections officers to state standards.</td>
<td></td>
</tr>
<tr>
<td><strong>Oregon Context</strong></td>
<td>Agency Mission.</td>
<td></td>
</tr>
<tr>
<td><strong>Data Source</strong></td>
<td>The data is from a knowledge test given to students at entry to the basic course and from a final examination at completion of the basic course.</td>
<td></td>
</tr>
<tr>
<td><strong>Owner</strong></td>
<td>Academy Training, Captain Teresa Plummer, 503-378-2191.</td>
<td></td>
</tr>
</tbody>
</table>

**Average increase in Corrections Officer Test Scores**

*Bar is actual, line is target*

Data is represented by percent

1. **OUR STRATEGY**
In January of 2012, the Basic Corrections Officer Training Program was increased from five weeks to six weeks. In July of 2013, DPSST began gathering data from pre and post-test scores. Data was gathered from three corrections classes that graduated prior to July 1, 2014.

2. ABOUT THE TARGETS

The target for this measure is set at 30%.

3. HOW WE ARE DOING

We are seeing significant increases in test scores from entry to completion of Basic Corrections Local courses. We did not anticipate the high pre-test scores (80% highest score); however, the average student improvement during the current reporting period was 57% (56.68%) Students are clearly increasing their knowledge during the Basic Corrections Local courses.

4. HOW WE COMPARE

There are no meaningful comparables.

5. FACTORS AFFECTING RESULTS

Pre-test averages were significantly higher than anticipated. After a review of the tests that were being administered, we found that while the pre and post-tests were conceptually compatible, they were not, as a whole, representative of a students’ knowledge improvement from start to finish. The tests have been improved demonstrate a true beginning to end academic improvement. These changes have been implemented and are being reflected in the current KPM reporting period.
6. WHAT NEEDS TO BE DONE

Currently, DPSST is implementing a skill assessment pilot program for the basic police and corrections classes to determine each student’s level of performance, growth and learning. The assessment is based upon objective rubrics identifying specific, observable behaviors. These rubrics are utilized in an iPad application that collects the data. If the pilot is successful, DPSST will utilize the data to evaluate learning trends.

7. ABOUT THE DATA

Oregon Fiscal Year (July through June) reporting.
### II. KEY MEASURE ANALYSIS

### KPM #6
The percent of the total number of individuals renewing their private security certifications who have not incurred a disqualifying violation within the current or preceding year.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Increase the professionalism of the private security industry and its employees.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>The Private Security Section collects statistical data regarding new and existing private security applicants. This data includes information about new applicants that are denied and renewal applicants that are denied.</td>
</tr>
</tbody>
</table>

![Graph](image)

Data is represented by percent

### 1. OUR STRATEGY

DPSST establishes and maintains the standards and qualifications for training and licensing for the Private Security industry and its...
This KPM is derived from data that is collected by DPSST. The data will indicate that renewal applicants are continuing to uphold standards to retain their certification.

2. ABOUT THE TARGETS

After analysis of the first year of collected data, the target for this measure will continue to be 98%.

3. HOW WE ARE DOING

This is the first year reporting on this KPM. We are 1% above our set target for this measure.

4. HOW WE COMPARE

This measure is similar to one reported by the Texas Department of Public Safety Private Security Bureau. Their projected compliance rate for 2011 through 2015 is 99%.

5. FACTORS AFFECTING RESULTS

Individuals who have incurred a disqualifying violation may choose not to renew their certification and therefore would not be included in the statistics compiled for this measure.

6. WHAT NEEDS TO BE DONE

This is the first year reporting on this KPM. We are currently 1% above our set target for this measure and will continue to monitor the measure for any changes, as well as possible updates needed to uphold industry standards.
7. ABOUT THE DATA

Oregon Fiscal Year (July through June) reporting.
### II. KEY MEASURE ANALYSIS

<table>
<thead>
<tr>
<th>KPM #7</th>
<th>Percent of constituents that &quot;Agree&quot; or &quot;Strongly Agree&quot; that the process for requesting and receiving training profiles was quick and easy.</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Provide accessible records for all DPSST constituents and the public in a timely manner.</td>
<td></td>
</tr>
<tr>
<td><strong>Oregon Context</strong></td>
<td>Agency Mission.</td>
<td></td>
</tr>
<tr>
<td><strong>Data Source</strong></td>
<td>Survey of constituents requesting records.</td>
<td></td>
</tr>
<tr>
<td><strong>Owner</strong></td>
<td>Standards and Certification, Linsay Hale, 503-378-2427.</td>
<td></td>
</tr>
</tbody>
</table>

#### 1. OUR STRATEGY

Professional program administration, emphasizing ongoing education, technical assistance and meaningful compliance efforts.
2. ABOUT THE TARGETS

Individuals requesting a copy of officer records are sent a brief customer satisfaction survey periodically during the year. This survey allows Standards and Certification program staff to assess the quality of our responses for information requests on an ongoing basis. The current target is for 90% of respondents to agree or strongly agree that the process for obtaining these records is quick and easy.

3. HOW WE ARE DOING

For the current reporting period, 100% of respondents “Strongly Agree” (97.5%) or “Agree” (2.5%) that the process for requesting information is quick and easy. Additionally, 100% of respondents “Strongly Agree” that the records are received timely.

4. HOW WE COMPARE

Although all state agencies are required to report on overall customer satisfaction, DPSST has not been able to identify other agencies that measure responsiveness to public records requests. The Construction Contractors Board does measure the percent of contractors satisfied with the agency’s processing of license and renewal information, with the following results: 2007, 98%; 2008, 97%; 2009, 94%; 2010, 96%; 2011, 96%, 2012, 96%; 2013, 96%.

5. FACTORS AFFECTING RESULTS

During the last reporting period, DPSST sent out more customer service surveys to constituents. The number of respondents who indicated they “Strongly Agree” rose from 95.5% to 97.5%. Additionally, the number of respondents who “Strongly Agree” that the records were received timely raised from 96.6% to 100%. As DPSST surveys more constituents, our customer satisfaction rate increases.
6. WHAT NEEDS TO BE DONE

DPSST will continue to strive to exceed our target of 90% by providing excellent customer service. We will also continue to diligently request constituent feedback to ensure excellence is maintained.

7. ABOUT THE DATA

Oregon Fiscal Year (July through June) data. Measure is based on responses from users of services from the Standards and Certification section.
II. KEY MEASURE ANALYSIS

KPM #8 Percent of customers rating satisfaction with agency services "good" or "excellent" for: timeliness, accuracy, helpfulness, expertise, information availability. 2006

Goal To provide overall excellent customer service to our constituents.


Data Source Survey of constituents.

Owner DPSST, Linsay Hale, 503-378-2427

1. OUR STRATEGY

DPSST employs continuous improvement strategies to identify and respond to opportunities to maximize responsiveness to constituent concerns and needs, given the resources available.

2. ABOUT THE TARGETS
This is the fifth survey of this type we have done. The initial benchmarks are based on the results of the previous surveys.

3. HOW WE ARE DOING

DPSST is doing a good job of meeting constituent needs during difficult budgetary times. DPSST continues to meet or exceed our target of 85% in all categories, except timeliness and availability of information.

4. HOW WE COMPARE

There is no comparable data available for similar institutions/items.

5. FACTORS AFFECTING RESULTS

DPSST percentages fell slightly in some categories in 2014. Accuracy fell four percentage points from 90% to 87%; Expertise fell two percentage points, from 89% to 87%; Helpfulness fell three percentage points from 91% to 88%; Availability of information fell one percent point from 85% to 84%. Timeliness remained the same at 81%. DPSST's overall percentage increased from 86% to 87%. The slight changes may be due to a larger data sample. DPSST received 522 responses to the constituent survey in 2014, as compared to 432 in 2012. Additionally, DPSST calculated the percentages slightly different in 2014 by not eliminating survey responses that were partially incomplete.

6. WHAT NEEDS TO BE DONE

DPSST is continues to use historical data and projections to plan, schedule and staff an adequate number of basic courses to meet the training needs of the two largest users (police and corrections) and to address the timeliness issues raised by those constituents. The agency will continue to monitor trends closely to be able to anticipate and promptly inform decision-makers of potential issues.

7. ABOUT THE DATA

Survey Dates: June 16 through August 4, 2014.
Group surveyed: 522 responses from a combined list-serve of all DPSST constituents, surveyed using an on-line survey.
· State Department of Corrections: 2.89%
· Local Corrections (county or city): .83%
· Fire Services: 21.9%
· Parole and Probation: 3.31%
· Police (municipal): 23.55%
· Private Security: 21.9%
· Private Investigator: 6.4%
· Sheriffs: 6.2%
· Telecom/EMD: 7.64%
· Oregon State Police: 1.24%
· Other: 4.13%
### Agency Mission:
The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.

### The following questions indicate how performance measures and data are used for management and accountability purposes.

#### 1. INCLUSIVITY

- **Staff**: Current performance measures are reviewed at least annually by key staff.
- **Elected Officials**: Approving and making changes to legislatively approved performance measures.
- **Stakeholders**: Reviewing letters, surveys, telephone calls, and emails regarding agency performance issues; face to face meetings with constituents held throughout the state; direct communications with representatives of the various public safety disciplines and their professional organizations.
- **Citizens**: Reviewing letters, surveys, telephone calls, and emails regarding agency performance issues.

#### 2 MANAGING FOR RESULTS

All data collected is reported to the Board and staff. Individual managers are charged with specific actions to improve results over time.

#### 3 STAFF TRAINING

Staff has received regular updates from management regarding performance issues. New supervisors have received one-on-one training regarding the agency's key performance measures and their relationship to the agency's mission. The agency's management team has received briefings on the agency's key performance measures.

#### 4 COMMUNICATING RESULTS

- **Staff**: Staff meetings, emails, dissemination of constituent surveys and evaluations. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance. Performance measures are periodically discussed at agency management meetings so that individual section managers have the information they need to review and discuss performance measures with their unit's staff members.
- **Elected Officials**: Reporting, presentations, and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.
* **Stakeholders:** Presentations and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.

* **Citizens:** Presentations and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.